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THE NEW PROFESSION OF HANDLING MEN

BY MEYER BLOOMFIELD,

Director, The Vocational Bureau, Boston, Massachusetts.

For more than three years a new type of association dealing with the problems of hiring and developing employees has been at work in Boston. During 1911, the Vocational Bureau of Boston invited fifty men, who had in charge the hiring of employees in large shops and stores of the city and vicinity, to come together and consider the advisability of meeting regularly. As a result, the Employment Managers' Association was started.

The aims of this association are described as follows in the constitution:

To discuss problems of employees; their training and their efficiency.

To compare experiences which shall throw light on the failures and successes in conducting the employment department.

To invite experts or other persons who have knowledge of the best methods or experiments for ascertaining the qualifications of employees, and providing for their advancement.

It will be seen that the aim of this new association was to provide a professional medium for the exchange of experiences in a field where little interchange of ideas had taken place; to study the human problem in industry on the basis of fair dealing with the employee. In short, there was a conscious effort to make industrial practice square with the dictates of twentieth century enlightenment.

Since the starting of the Boston organization, the cities of New York and Philadelphia have formed similar societies. The present indications are that a country-wide extension of such organizations will take place, because the idea underlying them appears to be fundamental, and in accord with the aims of both industry and social service.

If such extension, then, of employment executives' associations should take place, the time is opportune to consider their purposes, and their possible contribution to right industrial relations. Bearing in mind the fact that the original effort for such type of associa-

tion came from an institution whose chief aim is the promotion of opportunity, the trend of development in such associations should be along the line of enlightened thinking in modern industrial organization. If their growth remain true to the initial aims, such associations are in a position to help unravel the tangled problems of misemployment, underemployment and unemployment, and the waste of human capacity in general.

When everything that present-day science can suggest in the way of improving technical efficiency in systems of cost-keeping, equipment, machinery and material has been adopted, the biggest of all industrial problems still remains to be faced.

This is the problem of handling men. Every thoughtful employer knows that managing employees, selecting, assigning, directing, supervising and developing them, is the one phase of management which is most difficult and complicated; and it is the one problem in industry which has in the past had least consecutive thought bestowed upon it. Not that employers have been unaware of the size of this task. Experiment after experiment has been tried with varying results, all of them aiming at the goal of welding the working force into a stable, dependable, and well-assimilated organization. And yet such organization is rare in modern industry.

Figures as to the change in the working force of various establishments are not easy to obtain, but enough are at hand to indicate an enormous leakage of employees each year in the average store, factory, and other places of employment. Many a concern employs each year as many persons as its total payroll. That is, there is a "turn-over" of employees amounting to one hundred per cent. The figures range from one-third to many times the total number of employees. How many employers have figured out just what it costs in dollars and cents to change an employee? How many have estimated the cost in terms of organization, loyalty, steadiness and esprit?

Obviously, an organization cannot be held together with ropes of sand. The coming and going of employees on such a scale as the data available would indicate cannot but prove a disintegrating force, a foe to sound organization, a source of unceasing mischief.

Employers, of course, appreciate more or less clearly what all this means. But few, however, have set themselves to study this problem as it should be studied. Some have with unhappy results

expected miracle-workers to solve this problem, and have toyed with strange employment schemes. Some employers have trusted to sleight-of-hand performances in hiring men instead of dealing with their big problem in the way they deal with other knotty problems. If to psychology they must turn, a psychologist and educator like Prof. E. L. Thorndike of Columbia, for example, could have shown them that the application of science to the problem of handling men involved long and painstaking, not to say exceedingly laborious, investigation. There is no royal road to solving the man-problem in industry. But there are ways, intelligent, common-sense and practically understandable ways, of setting to work. There are certain principles to be observed, methods to be adopted and standards to be maintained in dealing with the question of personnel, and adhering to these can alone insure a reasonable degree of success. In any event the waste and friction now involved in the average treatment of the hiring problem can be materially reduced.

In the first place, the proposition must be firmly grasped that handling employees is a serious business. Not everybody can or should hire; not everybody can supervise men. But it is to the employment department of the establishment that we must look for a solution; to its powers, duties, functions and place in the scheme of organization. And above everything else we must look to the character, training, equipment and place of the man who does the hiring.

It is at this point that thought can be most profitably bestowed. A new conception is needed of the functions of the employment department, and the qualifications of the employment superintendent. Not every concern has a special employment department, although the large establishments are giving up the system of hiring by department heads, and concentrating the selection of employees into a separate division. More and more the need is recognized of functionalizing the hiring and handling of men. Without such specialized treatment of this problem it is impossible to give the matter the attention which it requires. Moreover, the power to hire and discharge extended to a number of individuals has given rise to abuses and frictions which have cost the employer dearly. Nothing is more fatal to sound organization than such power without adequate supervision. Petty executives should never be en-

trusted with this vital function. Right relations cannot be secured by such a method. Hiring men and discharging men are serious affairs. Only big men can handle matters like these. Costly experience has settled this proposition. The human problem calls for its solution the best men and the most expert consideration.

This indeed is a moderate statement. To pump the life-blood through an establishment—this is what hiring men really means—is no trifling matter. The quality of the working force determines in the final analysis the quality of the organization, of its product, of its success. Nowhere is this fact more evident than in the organizations which sell service; for example, department stores and public service corporations. The point of contact between the business and the customers is always through the individual employee. The medium of communication is that very individual. The business is summed up as to its standards by this outpost in the person of saleswoman, telephone operator, or car conductor. Good will is made or unmade according to the type of representative. The larger the organization the more the units of contact. Business may be essentially impersonal, but it is highly personal in its service features. The teamster, driver, stenographer, floor manager, claim adjuster and scores of others act in a personal sense and with individual customers.

Who selects these people? On what basis are they selected? Is it all guess-work? Is it possible to standardize the work of selection? The business man who has not already asked himself questions such as these will do so before long. The whole drift of the time is in the direction of greater attention to the proper selection and supervision of the individual worker. It is no longer a by-product of other responsibilities, this matter of choosing help. It is no longer an inferior man's job.

The employment function is so important to good organization as well as right relations that the hiring office must be looked upon hereafter as one of the big departments of a business. Somewhere in the scheme of organization provision must be made for a well-equipped office to deal with the many problems concerning personnel. Only through such specialization can the solution be approached. In the first place, such office or department alone can deal with the task of scientifically organizing the source of supply of help. To depend on applicants at the gate, to hang out a want

shingle or to advertise through want columns or the medium of other employees is too haphazard a method. Raw material is not procured in this way. Scientific purchasing requires a study of markets, testing out of material and figuring of conditions. There is here no higgling and blind bargaining. The laboratory is frequently used to render the final verdict in favor or against a certain purchase.

Why has the hiring of men been permitted to go on with less systematic scrutiny? One reason has been the surplus, the labor reserve. This will not long avail, first, because industrial conditions and legislation are working to diminish, if not to wipe out, the excess of applicants for work on the fringe of every industry; and second, because wise business management recognizes the good sense of organizing the source of labor supply.

Source-organization assumes various forms. In the case of prospective executives, some large establishments employ "scouts," (not unlike those of major baseball leagues, who range the minor circuits for promising players), who visit periodically the colleges and other institutions and discover the men of promise. One of the leading manufacturing companies of the country is noted for its post-graduate business opportunities. Indeed, it has built its entire executive force practically out of the findings of its scouts. Another establishment recruits its rank and file from a careful canvass, a block-by-block, and house to house visitation of neighborhoods. One of the leading department stores in the East has made special arrangement with the high schools of its city and suburbs to send during Saturdays and vacation periods boys and girls for try-out work. They are fairly well-paid during the probationary period. When they have finished their school work, positions are awaiting them, based on the observations and the records of the employment department which is charged with this duty.

The source of supply, then, is the first job of a properly organized employment office. Ample powers are given such offices to reach out and tap the best reservoirs. There is no reliance placed on securing a competitor's help. The aim of such offices is to develop its own material from the raw. Permanence of work is secured by the fact that fitness for the work required is carefully ascertained in advance. Discharge is not in the hands of a variety of sub-bosses. Whim and prejudice are eliminated. The employment office aims to secure help that will find it worth while to stay.

To help in the proper appraisal of the employee's qualifications, the office keeps complete records, reports, observations and other data. Each employee may consult the file belonging to him. His story is on file, impersonal as a barometer. But the most important record of all at the start, in the right sort of hiring office, is that which begins with the application blank.

As one studies the application cards of various concerns the reason for misfits becomes clear. So little analysis of the work required has been undertaken that we have practically no specifications, no blueprints of job-requirements in order to enable an applicant to measure himself against the actual demands. Hit-or-miss is the prevailing method. Here we have one explanation for the labor turnover. The hiring office properly managed knows that a well-devised application blank is one of its first tasks.

Some time ago the application blanks of fifty leading corporations were collected. If one cut off the firm names, there would be difficulty in locating from the material the nature of the business it pertained to. The blanks showed little understanding of the specific requirements of the various occupations. There was little differentiation in the questions asked. Employees cannot be properly selected on such a basis. Each establishment must work out its own needs and demands and record them in the hiring blank. No conventional forms will do, unless selection be wholly given up.

In brief, to one who observes the current practice of hiring and discharging employees, the conclusion comes home with peculiar force that in no other phase of management is there so much unintelligence, recklessness of cost and lack of imagination. On the other hand, in the right organization of the employment scheme there would seem to be endless possibilities of genuine service, a service not possible even in the most benevolent of welfare projects.

The situation on the whole suggests the need of recognizing a new profession in the organization of industry—the profession of hiring and developing men. Executives will have to be trained for this work as they are trained for other important responsibilities. The employment manager, the executive within whose duties falls the direction of the personnel, must be prepared for this work as for a genuine profession. The handling of men in this century will call for unusual preparation in the way of understanding and a spirit of justice.